

DDI- 04277-85

26 AUG 1985

MEMORANDUM FOR: Inspector General

FROM: Richard J. Kerr
Acting Deputy Director for Intelligence

SUBJECT: Comments on Draft Inspection Report--
Printing and Photography Division,
Office of Logistics

REFERENCE: Draft Inspection Report, 14 August, 85-065

1. I have asked the Office of Current Production and Analytic Support (CPAS) to review the referenced document. Attached are their comments, with which I concur.

2. We heartily endorse Recommendation 2 and will designate CPAS the focal point for P&PD's investigation of new printing technology to benefit the Directorate of Intelligence.

3. I agree with CPAS' view on consolidation of graphics. The Agency's primary use of graphics is in analysis of raw information and its synthesis in finished intelligence. CPAS' graphics capabilities are intimately tied to our production of finished intelligence. The designers are DI careerists who have a strong sense of mission and provide the Directorate the flexibility to produce on extremely short notice publications and briefings of the highest quality.

4. Questions about the specifics of our response should be addressed to [redacted] D/CPAS [redacted]

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Richard J. Kerr

Attachment:
As Stated

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SUBJECT: Comments on Draft Inspection Report--Printing and Photography
Division, Office of Logistics

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23 August 1985

MEMORANDUM FOR : Acting Deputy Director for Intelligence

FROM : Acting Director
Current Production & Analytic Support

SUBJECT : Comments on Draft Inspection Report --
Printing & Photography Division,
Office of Logistics

REFERENCE : Draft Inspection Report, 14 August, 85-605

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The Inspector General has done a good job of examining P&PD capabilities and problem areas which concern the Directorate of Intelligence as both customer and partner in the publishing process. Given the large and increasing workload, and the continued demand for quick turnaround, P&PD produces a high quality product.

We defer to P&PD to address the internal management issues raised. We address those issues and recommendations which bear directly on service to the DI and CPAS's role in the process.

Recommendation No. 1

We support this recommendation. The IG has identified correctly the many unclassified or marginally classified products, such as administrative notices, that distract P&PD from its primary mission of printing timely intelligence products, the very reason it has been exempted from general GPO control and granted special status.

However, less emphasis should be placed on the classification and more on the type of product and the quality and timeliness required. We feel it important that the printing of cartographic products remain under the total quality control of P&PD printers and exempted from contract. The newly purchased six color press will be an added and unique asset in assuring more timely and high quality cartographic products.

Recommendation No. 2

We support this recommendation. There is little we can add to the strong arguments the IG has made on pages 14 and 15 concerning change to traditional boundaries and processes brought on by new technology, particularly prepress activities. CPAS, itself, has been wrestling with the question of moving certain composition and graphic capabilities closer to the analyst-originator -- a possibility offered by the new technologies. CPAS has asked OIT and P&PD to look at the larger systems architecture which this implies. CPAS welcomes the opportunity to do additional, longer-term planning in conjunction with P&PD.

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Recommendation No. 3

We agree an OIS review of procedures and staffing could be beneficial. It is less clear that simply staffing with MI careerists would solve current problems. Our priorities are prompt morning delivery of ad hoc publications and greater accountability concerning where any given product is in the P&PD dissemination activity.

Recommendation No. 5

Sadly, we agree that in recent years the quality of the photographic products from P&PD has declined. This is not a lack of effort, but a result of too few trained employees trying to accomplish an increasing amount of work. Frequently work delivered to us must be returned due to poor quality control or a failure on P&PD's part to communicate effectively between the planning office and the Photography Branch.

Centralization - Page 57

The issue of consolidating Agency graphics activities has been discussed by various echelons of management as far back as 1952. Valid arguments can be made on both sides of this issue. Any decision should be supportive of our basic mission--to produce finished intelligence. We think most would agree that the Agency's primary use of graphics is in the analysis of raw information and its synthesis in finished intelligence. It is not surprising, therefore, that NPIC and CPAS have the largest design components in the Agency. In this context, we can only speak to the CPAS case.

The CPAS Design Center is an integral part of our intelligence production capability. The Center's pioneering of computer-charted graphics and maps provided a level of expertise in that unit which exceeds that of any other component in the Agency. It was created to support all of our analytic elements. It is an added benefit that it sometimes meets non-DI needs.

The graphics designers have moved significantly beyond conventional artist/illustrator graphics production to substantive analysis of highly complex political, economic, technical and strategic data and concepts for visual interpretation. They have developed substantive areas and functional expertise, and many of their products can stand alone as finished intelligence.

CPAS' graphics capabilities are intimately tied to our production of finished intelligence, either through the creation of briefing aids or graphics for publications. The designers are DI careerists who have a strong sense of mission and provide the Directorate the flexibility to produce on extremely short notice publications and briefings of the highest quality.

The fact that the Agency's graphics facilities remain tied to the components they are serving seems to make eminently good sense. Most of the design offices have clearly defined missions, a specific clientele, and specialize in a particular kind of product. If decentralization fosters

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professional isolation and career stagnation in small offices of 5 or 6 designers, perhaps some of those should be consolidated in their respective Directorate.

On balance, we believe, as did our predecessors on this issue that centrally managed services tend to become self-serving and to create internally-generated work, often at the expense of flexibility and responsiveness to the specialized needs of customers. Our mission is the communication of finished intelligence and graphics are an essential element of that equation.

In response to the idea of rotational assignments for designers, we believe this has merit. However, to significantly enhance a designer's career, we would recommend assignments be selected from among the various other disciplines throughout the Agency. Simple moving between other design offices would do little to develop or broaden a designer's career potential and that is the overall intent of rotational assignments. We feel that Agency designers should be given the same opportunities for meaningful and rewarding rotational assignments or career enhancement as any other Agency professional. Agency designers are proud of their profession and of their accomplishments, but this does not imply that they would not be interested or qualified to assume other positions that would ultimately enhance their career status.

Limited Dissem - Page 63-64

At least from the DI point of view there is little remaining that could be added to the secure printing (limited dissem) list of publications. With the exception of the NID, limited dissemination is determined by classification (or sensitivity) and not type of publication. All DI publications are therefore subject to such printing and expansion would only result from a more restrictive policy. To date, however, the number of specific publications falling into this category has been modest.

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